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CITY OF DURHAM

SWOC SUMMARY REPORT

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Executive Summary

As one of the initial steps of the Strategic Planning process, the City of Durham staff conducted a series of forums, during November and December 2009, along with online and paper surveys with City Council, Department Directors, City staff, members of City Boards/Commission/ Committees, citizens and key stakeholders, to survey the Strengths, Weaknesses, Opportunities and Challenges of the organization (SWOC Summary Report). Specifically, the City wanted to determine what the various groups thought were the strengths, weaknesses, opportunities and challenges facing the City of Durham organization and what they thought should be the organization's priorities in the future. Information collected from the SWOC will be one of the components used as the basis for strategic planning. In the process of conducting a SWOC, information is obtained on both the internal operations of the organization as well as on the external environment in which the organization is currently operating and how that external environment is expected to change in the future.

This report begins with a methodology section that describes the approach Zelos and the City of Durham staff took to collect data for the SWOC Summary Report and the level of response obtained from the various groups who participated. This is followed by a Findings section. The Findings section is divided into 5 areas, based upon the questions asked of participants, as follows:

- Strengths
- Weaknesses
- Opportunities
- Challenges
- Priorities for the Future

Each area begins with a narrative summary of the similarities and differences in responses from respondents both internal and external to the organization. This is followed by a summary of the specific responses from those internal to the organization – specifically, staff and Department Directors – and those external to the organization – specifically, members of the City's Boards, Commissions and Committees, citizens and key stakeholders. See Table 1 below for General Themes:

Table 1: General Themes from All Respondents (Executive Summary)

GENERAL THEMES FROM ALL RESPONDENTS	
Strengths	• All groups internal and external to the organization viewed the *City's leadership* as a strength. • The majority of those surveyed also viewed the *dedication of employees, good customer service, work quality* and *teamwork among employees* as a strength for the City.
Weaknesses	• The majority of those surveyed viewed *poor communication between Departments* as a weakness for the City. • The majority of those surveyed viewed *poor communication from management to staff, lack of accountability, equipment and facility maintenance* and *staff not qualified for their jobs* as weaknesses.
Opportunities	• All groups internal and external to the organization viewed *partnerships with the public and private sectors* as opportunities for the City. • The majority of those surveyed viewed *making public transportation more attractive and available, downtown revitalization and cultural diversity* as opportunities for the City.
Challenges	• The majority of those surveyed viewed the City's image, *public transportation and the development and linking of transportation systems, aging basic infrastructure,* and *the loss of federal and state funding* as challenges for the City.
Priorities	• All groups internal and external to the organization viewed the *appearance of the City infrastructure (streets, sidewalks, buildings)* as a priority for the City. • The majority of those surveyed viewed deferred maintenance, enhancing public transportation, and crime prevention and reduction as priorities. • All groups external to the organization viewed *improving customer service* as a priority. • NOTE: It should be noted that "improving customer service" as a priority is in contrast to "good customer service" being identified as a strength by the majority of those surveyed.

Methodology

To obtain input from City of Durham staff for the SWOC Summary Report, staff was asked to attend a staff forum or participate in an online survey or paper survey. The City staff held three staff forums and over 220 staff attended. In addition, 164 staff participated in the online and paper survey process. Input for the SWOC was obtained from a total of over 380 staff or approximately 16% of the organization. Compared to other jurisdictions we have worked with, the City of Durham had very high participation rate from Department Directors (100%), City Council (100%) and members of Boards/Committees/Commissions (65%).

All Department Directors were also asked for input. Zelos facilitated a session with Department Directors to get their input on the SWOC. As a follow up to this session, Department Directors were also asked to submit their suggested priorities for the future. All 25 Department Directors (100%) participated in this process.

The City of Durham has thirty-one (31) Boards/Commissions/Committees. The members of all of these Boards/Commissions/Committees were invited to attend a forum facilitated by City staff designed to get their input on the SWOC. Members of 18 of the Boards/Commissions/Committees participated in these forums. In addition, City staff presented to the Mayor's Committee on Persons with Disabilities and to the Durham Youth Commission about the City's strategic planning process and requested they participate in the survey process. As a result, 50 surveys were completed by the members of these two groups.

Citizens of the City of Durham were asked to provide input to the SWOC via an online survey. 173 citizens participated in this process. In addition, surveys were completed by the El Centro and La Marqueta community organizations to obtain their input. 31 additional responses were obtained as a result of these surveys.

Eighteen (18) key stakeholders in the community were also asked to participate in the SWOC process (See Appendix A for list of those asked to participate). Each stakeholder was sent a printable version of the SWOC survey and four (4) of the key stakeholders responded. The 4 stakeholders who responded are listed below:

- Downtown Durham Inc.
- Durham Housing Authority
- Triangle Transit Authority
- Self Help Credit Union

Strengths

The similarities and differences in what was heard from respondents in terms of strengths are outlined below.

Table 2: General Themes from All Respondents (Strengths)

GENERAL THEMES FROM ALL RESPONDENTS	
Similarities	• All groups internal and external to the organization identified *leadership* as a key strength for the City. City Council specifically identified the current City Manager as a strength when it came to leadership of the City. • All those internal and all those external, except stakeholders, saw the *dedication of employees* as a key strength. City Council also identified employees as *talented, committed and competent.* • City staff, Department Directors and all those external, except stakeholders, saw *good customer service, work quality* and *teamwork* as key strengths. • City staff, Department Directors and citizens identified a *diverse workforce* and *technology/equipment* as a strength. • City staff and Department Directors identified *training and development opportunities and certifications* and *benefits* as a strength.
Differences	• Department Directors did not identify *customer service* as strength. This was cited as a strength by staff, members of the Boards/Commissions/Committees and citizens. • Department Directors did not identify *work quality* as a strength. This was cited as a strength by staff, members of the Boards/Commissions/ Committees and citizens. • Neither Staff nor those external to the City cited *strong organizational structure, citizen engagement or organization wide initiatives* as a strength. All of these were cited as a strength by Department Directors and the *process for citizen engagement* was cited as a strength by City Council. • Citizens identified *response time* as a strength. This was not identified as a strength by any other group.

Internal Perspective

This section contains the responses obtained about the City's strengths from those internal to the City, including City Council, staff and Department Directors.

The Durham City Council identified the following as key internal strengths:

Table 3: Key Internal Strengths (City Council)

Key Internal Strengths	Number of City Council Members
Good strong stable City Manager who listens	6
Talented, committed, dedicated and competent employees	5
Good process for citizen engagement	4
Some good department leadership	3

City of Durham staff identified the following as key internal strengths:

Table 4: Key Internal Strengths (City of Durham Staff)

Key Internal Strengths	Number of City of Durham Staff
Dedicated employees	98
Training opportunities/certifications	90
Good customer service	90
Benefits	82
Teamwork	79
Technology and equipment	76
Experienced leadership	72
Diversity in workforce	62
Work quality	57

Department Directors concurred with many of the strengths identified by the staff. Specifically, Department Directors cited the following as key internal strengths:

- Committed, passionate and talented workforce with institutional knowledge and expertise in many fields (6)
- Organization wide initiatives (i.e. employee recognition program, Culture of Service Initiative, Durham First Program, City College and City Life/City Hall This Week) (5)
- Responsive workforce
- Workforce that supports one another

- Diverse workforce
- Training and development opportunities
- Leadership
- Financial standing
- Geographic location
- Strong organizational structure, including accredited and award winning departments
- Citizen engagement, including well defined processes for public participation and staff with skills needed to connect to community
- Engaged elected officials
- Process improvement process
- Great phone system, radio, TV
- Facilities/fleet
- STARS (employee recognition program)
- Munis
- Good attorney
- Audit oversight committee
- Benchmarking
- Portfolio system

External Perspective Data

This section, contains the responses about the City's strengths from those external to the organization, including Boards/Commissions/Committees, citizens and stakeholders.

The *Boards/Commissions/Committees* members identified the following as key internal strengths**:**

Table 5: Key Internal Strengths (Boards/Commissions/Committees)

Key Internal Strengths	Number of Boards/Commissions/ Committees Members
Good customer service	31
Teamwork	30
Dedication of staff	29
Work quality	14
Experienced leadership	12
Flow of information between City and citizens (including list serve, water bill inserts, newsletters, blogs, city website, GTV8, etc.)	6
Citizen participation/engagement	3
Police department/bike control	3
Growth of downtown Durham	3

The *Citizens of Durham* identified the following as key internal strengths:

Table 6: Key Internal Strengths (Citizens of Durham)

Key Internal Strengths	Number of Citizens of Durham
Good customer service	102
Experienced leadership	97
Work quality	83
Technology and equipment	80
Good response time	79
Diversity in workforce	71
Dedication of staff	58
Teamwork	40

The *Stakeholders* who responded to the survey indicated:

- Current *leadership* in the upper ranks of City government was a real strength for the City.
- Stakeholders also cited *dedication of staff, excellent public-private partnerships and City resources allocated to support such partnerships* (i.e. Downtown Revitalization Fund) as a strength, especially in terms of downtown revitalization efforts and other economic development initiatives.

Weaknesses

The similarities and differences in what was heard from respondents in terms of weaknesses are outlined below.

Table 7:   General Themes from All Respondents (Weaknesses)

GENERAL THEMES FROM ALL RESPONDENTS	
Similarities	- All of those internal, except City Council, and all those external to the organization identified poor *communication between departments* as a weakness for the City. - All those internal, except City Council, and all those external, except the key stakeholders, identified *poor communication from management to staff* and *lack of accountability* as a weakness. - All those external and internal, except City Council and Department Directors, identified *equipment and facility maintenance* and *staff not qualified for their positions per their job description* as weaknesses. - Staff and citizens indicated *lack of leadership support for the rank and file employee, lack of job training before being put into a City position,* and *reliance on contractors and consultants over qualified staff as weaknesses*. - Staff and Boards/Commissions/Committee members identified *lack of confidentiality/trust* as a weakness. - Citizens and Boards/Commissions/Committee members cited *lack of policies and procedures that lead to arbitrary decisions* as a weakness.
Differences	- City Council identified *lack of long range planning and global thinking, negative perceptions/image, limited financial resources* and *the effectiveness and efficiency of some Department Directors* as weaknesses. These weaknesses were not identified by any other group of respondents. - Department Directors identified *staff education and skills, low staff morale, alignment of resources with Council expectations and performance measures,* and *retention of employees who need to move to another position or another organization* as weaknesses. These weaknesses were not identified by any other group of respondents.

Internal Perspective Data

The Durham City Council identified the following as key weaknesses:

Table 8: Key Internal Weaknesses (City Council)

Key Internal Weaknesses	Number of City Council Members
Lack of long range planning and global thinking has limited our ability to achieve our vision. This causes use to change "objectives or directives'	3
Negative perceptions/image	3
Limited financial resources	3
Some Department Directors are not as effective and efficient as they should be	3

City of Durham staff identified the following as key weaknesses:

Table 9: Key Internal Weaknesses (City of Durham Staff)

Key Internal Weaknesses	Number of City of Durham Staff
Poor communication from Management to staff and between departments	138
Lack of accountability	116
Lack of confidentiality/trust	67
Leadership does not support rank and file	61
Job-training (put into position before fully trained)	58
Staff not qualified for their positions per job description	53
Equipment and facility maintenance	48
Reliance on contractors and consultants over qualified city staff	44

Department Directors identified the following as key weaknesses:

- Staff education and skills, including written communication skills and analytical skills (4)
- Balancing resources - with Council expectations and with performance measures (3)
- Communication – between management and staff, across generations and across departments (4)

- Low Staff Morale – due primarily to budget cuts, perception of instability and elimination of employee recognition program (3)
- Retaining employees who need to move to other positions or another organization (2)
- Lack of accountability (2)
- City does not always promote its successes
- Wide range of what we do – all things to all people
- Resistance to change
- Processes not documented in critical areas
- Inconsistent departmental information, format, usage, storage
- Not all employees have email access
- Excessive deferred maintenance
- Transfer of institutional knowledge/succession planning
- Micromanagement

External Perspective Data

The *Boards/Commissions/Committees* members identified the following as key internal weaknesses**:**

Table 10: Key Internal Weaknesses (Boards/Commissions/Committees)

Key Internal Weaknesses	Number of Boards/Commissions/ Committees Members
Poor communication from management to staff and between departments	28
Lack of confidentiality/trust	23
Lack of accountability	22
Equipment and facility maintenance	20
Staff not qualified for their positions per job description	12
Lack of policies and procedures (arbitrary decisions)	9
Not a lot of communication/collaboration between departments	5
Recycling/trash pick-up	4
Customer service -a lot of passing the buck	3

The *Citizens of Durham* identified the following as key internal weaknesses:

Table 11: Key Internal Weaknesses (Citizens of Durham)

Key Internal Weaknesses	Number of Citizens of Durham
Poor communication from management to staff and between departments	112
Lack of accountability	105
Reliance on contractors and consultants over qualified staff	66
Equipment and facility maintenance	64
Staff not qualified for their positions per job description	56
Lack of policies and procedures (arbitrary decisions	55
Leadership does not support rank and file	13
Job-training (put into position before fully trained)	11

The *Stakeholders* who responded to the survey identified the following as weaknesses:

- Staff need to be more customer focused (2)
- Lines of communication within City (described as unclear and fractured) (2)
- Lines of communication between City departments, community organizations and stakeholders
- Council involvement in operational matters
- Lack of talent among City staff – specifically related to transit initiatives
- Lack of commitment to work collaboratively on how City resources are allocated and spent
- Deferred maintenance on public infrastructure
- Need for City staff to provide more cost effective and better daily service related to appearance, safety and solid waste/recycling
- High tax rate
- Image of Durham as unsafe
- Cumbersome bureaucracy – too many layers of approval
- Lack of visionary leadership among some senior staff
- Ordinances which are out of step with changing times
- Lack of coordinated public transit
- Lack of public art leadership
- Lack of creativity and willingness to make long term investments in the City

Opportunities

The similarities and differences in what was heard from respondents in terms of opportunities are outlined below.

Table 12: General Themes from All Respondents (Opportunities)

GENERAL THEMES FROM ALL RESPONDENTS	
Similarities	- All those internal and external to the organization identified *partnerships with public and private sector entities* as opportunities for the City. City Council also identified *partnerships with citizens* as an opportunity. - Staff, Department Directors and all those external to the organization identified *downtown revitalization and cultural diversity* as opportunities for the City. - Staff, Department Directors and all those external, except members of Boards/Committees/ Commissions, identified *making public transportation more attractive and more available* as an opportunity. - City Council, staff and members of Boards/Commissions/ Committees identified *Durham youth* as an opportunity. City Council specifically viewed *working with other community and civic organizations to better coordinate programs related to young people in the City* as an opportunity. - Staff, Department Directors and stakeholders identified *nearby universities* as an opportunity. - Staff, Department Directors and citizens identified *meeting new environmental standards* as an opportunity for the City. - Staff, members of Boards/Commissions/Committees and citizens identified *making Durham a desirable region to live, visit, work and retire* as an opportunity. - City Council and Department Directors identified the *desirable geographic location of the City* as an opportunity.
Differences	- Only Department Directors and stakeholders identified *citizen participation* and *positive image of the City among those external to the City* as opportunities. - Only City Council identified *diverse and highly educated community workforce* and a *relatively stable regional economy* as opportunities. - Department Directors were the only ones to identify

| | regional cooperation/consolidation of services as an opportunity. |
| | • Only stakeholders identified *improved City operations, continued funding of the Downtown Revitalization Fund, creation of a City Center District, attraction of more Durham and Triangle citizens downtown, installation of public art, and creation of high speed internet services, including free Wi-Fi,* as opportunities for the City. |

Internal Perspective

The Durham City Council identified the following as key opportunities:

Table 13: Key Opportunities (City Council)

Key Opportunities	Number of City Council Members
Desirable location	4
Diverse and highly educated community workforce	4
Good working relationship with other government entities, civic organizations and citizens	4
Work with other community and civic organizations to better coordinate programs related to the young people in our City.	3
Relatively stable regional economy	3

City of Durham staff identified the following as key opportunities:

Table 14: Key Opportunities (City of Durham Staff)

Key Opportunities	Number of City of Durham Staff
Downtown revitalization (American Tobacco)	108
Partnerships with private sector (RTP, local colleges)	107
Desirable region to live, visit, work and retire	101
Sports (college & Bulls)	94
Cultural diversity	71
Partnerships with public sector (state, local municipalities)	53
Public transportation more attractive/available	6

Durham Youth	4
Nearby universities	4
Meeting environmental standards	4

Department Directors identified the following as key opportunities:

- Geographic location – desirable physical geography and climate and close to military bases (5)
- Regional cooperation/consolidation of services (4)
- Private-Public Partnerships (i.e. Treyburn, RTP, RDU) (4)
- Access to institutions of higher education (i.e. School of Government/NCCU & Duke) (3)
- Positive image of City among press, professional organizations, etc. (3)
- Downtown development, including cultural amenities and sports facilities (professional & amateur) (3)
- Cultural diversity, including concentration of young and creative persons in City (3)
- Citizen participation (2)
- Transit and creation of good road network (2)
- Mixture of business/residential tax base
- Strong neighborhoods/diversity
- Growth
- Medical system
- Local food movement
- Restaurants
- Sustainability
- ARRA Funds
- Sports and athletics (professional and amateur)

External Perspective

The *Boards/Commissions/Committees* members identified the following as key opportunities:

Table 15: Key Opportunities (Boards/Commissions/Committees)

Key Opportunities	Number of Boards/Commissions /Committees Members
Cultural diversity	40
Attractive area to live, visit, work and retire	36
Durham youth	24
Downtown revitalization (American Tobacco)	21
Partnerships with private sector (RTP, local colleges)	15
Sports (colleges, Bulls)	10

The *Citizens of Durham* identified the following as key opportunities:

Table 16: Key Opportunities (Citizens of Durham)

Key Opportunities	Number of Citizens of Durham
Attractive area to live, visit, work and retire	164
Downtown revitalization (American Tobacco)	163
Cultural diversity	132
Partnerships with private sector (RTP, local colleges)	90
Sports (colleges, Bulls)	76
Environmental standards	68
Public transportation systems	59

The *Stakeholders* who responded to the survey identified the following as opportunities:

- Improved city operations - increased accountability and transparency in City actions; making the system/organization at the City easier to understand; Use of "secret shopper" concept to assess customer service provided by City employees (3)
- Proximity to RTP, Duke, UNC and NCCU and ability to leverage knowledge and resources of these organizations (3)
- American Tobacco and other Downtown redevelopment activities (2)
- Increased collaboration between the City and other community organizations, institutions and businesses; many groups in Durham from which City can draw ideas and perspectives and with whom can create public/private partnerships (i.e. County, DDI, Chamber) (2)
- Existence of Durham Bulls Athletic Park and Durham Performing Arts Center; large City amenities in a medium-sized City environment (2)
- City of engaging residents and strong neighborhoods (2)
- Recruiting new talent – specifically in the area of transportation
- Continued funding of Downtown Revitalization Fund
- New transit center and train station
- Creation of City Center District as an exceptional pedestrian walking environment with great public infrastructure, public art, shops and restaurants
- Triangle, including Durham, consistently competes favorably for corporate relocations
- Installation of public art on public art pads in downtown
- Attracting more Durham and Triangle citizens into downtown
- Creative class of citizens with strong entrepreneurial spirit of private sector
- Creation of high speed internet services throughout City, including free Wi-Fi
- Durham youth
- Cultural diversity

Challenges

The similarities and differences in what was heard from respondents in terms of challenges are outlined below.

Table 17: General Themes from All Respondents (Challenges)

GENERAL THEMES FROM ALL RESPONDENTS	
Similarities	- All those internal, except City Council, and all those external to the organization identified the *city image* as a challenge for the City. City Council identified this as a weakness for the City. - Staff, Department Directors and all those external, except stakeholders, identified *public transportation and the development and linking of transportation systems* as a challenge. - All respondents, except City Council and Department Directors, identified *aging basic infrastructure and loss of federal and state funding* as potential challenges.
Differences	- Only staff and citizens identified *changes in or loss of health benefits or insurance* and *community buy-in to the strategic plan* as potential challenges for the City. - Neither citizens nor members of Boards/Commissions/Committees identified the *current economy* as a challenge. This was identified as a challenge by all other groups. City Council also identified the mandated budget cuts resulting from the current economy as a challenge. - Only staff, members of Boards, Commissions/Committees and citizens identified *tension between city and county/state and limitations on available growth of tax base* as challenges. - City Council, Department Directors, members of Boards/Commissions/Committees and stakeholders identified *crime* as a challenge for the City. City Council specifically stated *the reduction, prevention and solving of crimes so residents and others feel secure in their neighborhoods and throughout the City* was a key challenge the City needed to address. - City Council also identified *poverty* and *neighborhood revitalization of inner City neighborhoods* as challenges.

Internal Perspective

The Durham City Council identified the following as key challenges:

Table 18: Key Challenges (City Council)

Key Challenges	Number of City Council Members
Reduce, prevent and solve crimes so residents and others feel secure in their neighborhoods and throughout the City	6
Current economy and mandated budget cuts	5
Poverty	4
Neighborhood revitalization of inner city neighborhoods	4

City of Durham staff identified the following as key challenges:

Table 19: Key Challenges (City of Durham Staff)

Key Challenges	Number of City of Durham Staff
Poor reputation/media image	150
Aging basic infrastructure	88
Failure to develop or link transportation systems (regional and local rail system, bus system mergers, trolley and light rail, areas left without service, mass transportation)	74
Changes in or loss of health benefits or insurance	81
Loss of federal and state funding	57
Community buy-in to strategic plan	52
Tension between city and county/state	47
Outsourcing jobs (contracting)	4
Employment opportunities	4
Economy	3
Limitations on available growth on tax base	2

Department Directors identified the following as key challenges:

- Economy (5)
- Public Transportation (4)
- City Image (3)
- Diverse priorities (3)

- Educational level of citizens (3)
- Citizen expectations (2)
- Politics (2)
- Crime (2)
- Redevelopment of blighted neighborhoods and commercial corridors (2)
- State/Federal legislative mandates (2)
- Adverse weather/environment
- History
- Pandemics
- Revolutions in technology
- Aging populace
- Population difficulty adjusting to change – e.g. sustainability
- Lack of re-entry program
- Water resources
- Disposal of waste
- Balancing environmental protection & growth
- Activist population
- Accumulated deferred maintenance

External Perspective

The *Boards/Commissions/Committees* members identified the following as key challenges:

Table 20: Key Challenges (Boards/Commissions/Committees)

Key Challenges	Number of Boards/Commissions/ Committees Members
Poor reputation/media image	41
Loss of federal and state funding	23
Aging basic infrastructure	19
Hiring competition for workforce	12
Tension between the City and County/State	11
Failure to develop or link transportation systems	10
Limitations on growth of tax base	9
Crime rate	3
Managing growth	2
Infrastructure maintenance	2

The *Citizens of Durham* identified the following as key challenges:

Table 21: Key Challenges (Citizens of Durham)

Key Challenges	Number of Citizens of Durham
Failure to develop or link transportation systems	140
Poor reputation/media image	137
Aging basic infrastructure	103
Tension between the city and county/state	68
Loss of federal/state funding	66
Community buy in to strategic plan	53
Limitations on growth of tax base	13
Changes in or loss of health benefits or insurance	11

The *Stakeholders* who responded to the survey identified the following as challenges:

- Fixing the aging public infrastructure (2)
- Enhance communication among City Departments and between City and outside partners (2)
- Current economic conditions
- Increased demand on services as result of current economic conditions
- Competing interests in the community for limited public funds
- Improving the community's appearance, especially gateway areas
- Electing visionary political leadership
- Thinking big and "just building it" (i.e. DBAP and DPAC) which may require going against the will of many
- Changing perception about crime in Durham
- Continually improving safety in Durham
- Changing attitude of staff from "here is why I can't help you or you can't do this project" to "how can I help you make this project happen"; need a "can do" attitude
- Empowering staff to make decisions and advocate for needed changes in policies and procedures
- Shift staff focus to results
- Increasing involvement and passion of staff about downtown and the City in general
- Identifying an area or areas that are ripe for transforming
- Economic and social disparities across Durham community
- Making it easier and more predictable for businesses to navigate the permitting, review, licensing and incentives processes at the City; this will help attract entrepreneurs and small businesses
- Reputation of school systems

Priorities

The similarities and differences in what was heard from respondents in terms of priorities are outlined below.

Table 22: General Themes from All Respondents (Priorities)

GENERAL THEMES FROM ALL RESPONDENTS	
Similarities	- All those internal and external to the organization identified the *appearance of City infrastructure (streets, sidewalks, buildings)* as a priority. - Staff, Department Directors and all those external to the organization identified *deferred maintenance* as a priority. - City Council, Department Directors and all those external identified *enhanced public transportation* as a priority. - All respondents, except citizens and stakeholders, identified *crime prevention and reduction* as a priority. - All those external identified *improving customer service* as a priority. - Staff, Boards/Commissions/Committees members, and citizens identified *enhancing communication between departments* as a priority. - Staff, Boards/Commissions/Committees members, and stakeholders identified *improving the City's image* as a priority. - Department Directors and Boards/Commissions/ Committees members identified *economic development* as a priority.

Table 22: General Themes from All Respondents (Priorities), Continued

Differences	• Staff and citizens identified *enhancing communication from management to staff* and *accountability* as a priority.
	• Staff and members of Boards/Committees/Commissions identified *providing more opportunities for youth* as a priority.
	• Staff and Department Directors identified *employees, employee development and training, succession planning and employee pay/benefi*ts as a priority.
	• Department Directors and stakeholders identified *housing* as a priority.
	• Department Directors and citizens identified *technology* as a priority.
	• City Council identified neighborhood revitalization in target areas and long range planning, including strategic planning, multi-year budget planning and capital improvement planning as a priority. Department Directors also identified long range financial planning as a priority.
	• Department Directors identified *reinvestment in existing communities, the strategic plan, focus on core services with elimination of non-essential services and programs, increasing the job and tax base by attracting more business and industry to Durham, public transit, a fundable CIP* and *process improvement* as priorities.
	• Members of Boards/ Commissions/Committees identified *teamwork, work quality, lack of confidentiality/trust, cultural diversity, education, taxation, citizen engagement, coordination between public and private entities, and operational efficiency* as priorities.
	• Citizens identified *lack of policies and procedures* and *technology and equipment* as priorities.

Internal Perspective

The Durham City Council identified the following as priorities for the future:

Table 23: Priorities for the Future (City Council)

Priorities for the Future	Number of City Council Members
Neighborhood revitalization in target areas	6
Infrastructure improvements (streets, sidewalks, etc.)	5
Enhanced public transportation	4
Public safety	4
Long range planning – strategic planning, multi-year budget planning, capital improvement planning	3

The *City of Durham staff* identified the following as priorities for the future:

Table 24: Priorities for the Future (City of Durham Staff)

Priorities for the Future	Number of City o f Durham staff
Poor communication from management to staff and between departments	83
Lack of accountability	72
Improving City's image/Poor reputation/media image	52
Employee development/training	21
Employee pay/benefits	20
Crime prevention	12
More opportunities for youth	11
Improve streets	9
Infrastructure	9
Accountability in leadership and employees	9
Employees	6
Deferred maintenance	6
Succession planning	4

The *Department Directors* identified the following as priorities for the future:

- Infrastructure/Deferred maintenance/Streets (15)

- Housing- eliminate boarded up housing and build on vacant lots, increase housing availability, and pass a Housing Bond (8)
- Violent crime reduction (6)
- Focused economic development (6)
- Addressing a variety of human resources issues, including maintaining an experienced staff, succession planning, professional development, pay for performance, funding frozen positions, creating meaningful performance metrics and regularly reviewing performance (6)
- Reinvestment in existing communities (5)
- Strategic Plan (5)
- Focus on core services with elimination of non-essential services and programs (4)
- Increase job and tax base by attract
- ing more business and Industry to Durham (2)
- Fundable CIP (2)
- Long term financial planning and budgeting (2)
- Improving the City's public transit system (2)
- Process improvement, including integration of systems and creation of a process improvement culture (2)
- Technology

External Perspective

The *Boards/Commissions/Committees* members identified the following as priorities for the future**:**

Table 25: Priorities for the Future (Boards/Commissions/Committees)

Priorities for the Future	Number of Boards/Commissions/ Committees Members
Durham youth	15
Teamwork	14
Improve appearance & cleanliness of streets, facilities, etc.	10
Good customer service	9
Economic development of City, including outside of downtown	8
Reduce crime	7
Work quality	6
Attractive area to live, visit, work and retire	6
Lack of confidentiality/trust	5

Cultural diversity	5
Education	3
Interdepartmental cooperation	3
Taxation	3
Citizen engagement	3
Improve transportation options	2
Coordination between city and county, state and private entities (universities, health centers, etc.)	2
Marketing of Durham	2
Operational efficiency	2

The *Citizens of Durham* identified the following as priorities for the future:

Table 26: Priorities for the Future (Citizens of Durham)

Priorities for the Future	Number of Citizens of Durham
Lack of accountability	57
Infrastructure maintenance	50
Public transportation systems	49
Good customer service	43
Lack of policies and procedures	13
Poor communication from management to staff and between departments	11
Reliance on contractors and consultants over qualified city staff	7
Technology and equipment	7

The *Stakeholders* who responded to the survey identified the following as priorities for the future:

- Continue support of Downtown Revitalization Fund and use of "Synthetic TIF's" to accomplish the goals and vision of the Downtown Master Plan (2)
- Duke-Downtown-NCCU transit connection
- Revitalize Durham's housing stock
- Develop strategies to continue some of the recent economic development successes
- Create a plan to work collaboratively with outside entities, especially to uplift more vulnerable portions of the population
- Convene a group of political and business leaders to discuss and take action on the brand and vision of Durham as noted in the Vision section above
- Improve daily public service
- Improve the community's appearance
- Elect political visionaries

- Continue downtown revitalization efforts because, even with our progress, we have much to accomplish
- Spread downtown's revitalization efforts to the neighborhoods around downtown by employing the downtown model of the partnership among the City, County, DDI and the private sector; and, creating a Neighborhood Revitalization Fund modeled after the Downtown Revitalization Fund (some % of annual tax revenues vs. current practice on allocations from General Fund)
- Create the City Center District as an exceptional pedestrian walking, shopping and entertainment district
- Downtown must seriously consider the establishment of a Business Improvement District if it wishes to remain competitive with other cities related to clean, safe, marketing and economic development activities
- Create a workable, flexible Public Art policy and process
- Downtown Trolley/Connector running from Duke, through downtown to NCCU
- Transform DATA into a better run, more efficient , and more fiscally healthy so that it can serve Durham residents by creating more frequent routes to serve the community; move DATA out of Public Works
- Continue to contribute fiscal and human resources to initiatives re: environmental sustainability, energy efficiency, and smart growth
- Cultural diversity
- Community buy-in to strategic plan